



THE TROPIC COMMUNICATOR!



106TH SIGNAL BRIGADE EDITION #2

1 JULY 2011

THANK YOU FOR DOING EVERYTHING THAT YOU DO !

Special points of interest:

- Land Mobile Radio Site
- Signal Warrior Support Center-Fort Riley NEC
- Fort Sam Houston NEC Awarded Medium NEC of the Year
- Wilshire Elementary School Partnership
- Operating System Deployment

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First and most importantly, thank you for doing everything that you do. I'm incredibly proud and honored to work with you as we navigate through many communications and resource challenges, blazing the trail for the future of the Army's communications. Despite these hurdles, we continue to get the job done, and done well. I'd like to recognize the NECS from Joint Base Lewis McChord, Ft Sam Houston/Joint Base San Antonio, and Dugway Proving Grounds for winning the honor of 106th Signal Brigade NECs of the Year for 2011. All three NECs will move forward to compete at the 7th Signal Command (T) level, and if victorious will advance to the NETCOM level. I am extremely proud of these teams, and every NEC that competed for the honor.

As many of you know, we have begun to transition from legacy email to Enterprise Email. To date we've over-

come significant challenges, and more still lay ahead. This transition has been no easy task, and each of you have carried on your normal duties in addition to fielding this new system. As we resolve issues and identify bugs, the system will continue to improve and provide a better product to our Mission Partners. The new fiscal year begins in October, bringing with it Fort Buchanan, Camp McCoy and Fort Hunter-Liggett from OPCON to ADCON under the 106th. Additionally, many of the Army Materiel Command's and Surface Deployment Distribution Command's DOIMS will officially become OPCON to the Brigade. Our new teammates will significantly expand the Brigade's roles and responsibilities while adding additional expertise and opportunities to find efficiencies.

President Obama has decided to decrease the number of troops in Afghanistan by over 30,000; as these troops redeploy to our power projection platforms, their communication capabilities will be in our care. We must seek innovative ways to synchronize their return with the final BRAC movements and the Army's ARFORGEN cycle, all in a fiscally constrained environment. As always, our success will depend upon the outstanding leadership, innovation, and customer service at each of our NECs. I have incredible confidence in our NECs that, even with these challenges, we will continue to fulfill our Mission Partners' requirements, and take care of our Soldiers, Civilians, and Army Families. I respect your initiative and professionalism, as time and again you find solutions for our Partners.

THANK YOU FOR DOING EVERYTHING THAT YOU DO ! (Cont.)

I intend to host a Board of Directors' meeting in San Antonio during the November timeframe. I look forward to the exchange of ideas and working together to overcome challenges. The theme of the conference will be "Sharing Innovations" and I will ask each NEC Director to present their NEC's best business practices that they feel could be implemented brigade-wide. I encourage you to continue to integrate regular information exchanges with your counterparts at other NECs, at every level. I am absolutely convinced we can establish a culture of knowledge transfer where individuals recognize that routine collaboration not only makes their job easier, but makes the entire brigade smarter, faster, and more agile. I intend to offer cash awards for the best of the best ideas offered at the BOD in November, as voted by the NEC Directors. These awards will be presented to the individual employee(s) that developed these innovations. Thank you for your service, your sacrifices, and your commitment to taking care of our Nation's Heroes.

My Warmest Regards,

COL Chris Haigh

106th Brigade CSM- You are Appreciated!

In organizations, real power and energy is generated through relationships. The patterns of relationships and the capacities to form them are more important than tasks, functions, roles, and positions.
- Margaret Wheatly Leadership and the New Science

106th Family, I just want to let you know you're appreciated. Your commitment and ability to get things done are an inspiration to the organization and the people we serve, and truly make this place a success. Thank you for all that you do; we could not do it without you.

I echo the commander's observation; we have been moving fast and furiously for the past few months, e.g., from preparing units to deploy, Change of Command and Change of Responsibility ceremonies, and transitioning from legacy e-mail to Enterprise E-mail, all while sustaining everyday operations. Our hard work, dedication, and contributions are making a difference in how we fight and defend our country, and in the lives of our present and future generations. Likewise, it does not go unrecognized, as noted below.

I really thank you and all of the folks in the 106th for doing what they do every day in support of our Army and our great country. Lots and lots of unsung heroes, working hard in the shadows, behind the scenes. Like it says on the coin – they "always put the mission first and will never quit!"
Colonel (RET) Joseph (Joe) .S Yavorsky, 7th Signal Command (Theater)

I would like to take this opportunity to congratulate SSG Travis Lazendorfer for being selected as the 2011 7th Signal Command (Theater) NCO "Best Warrior" of the Year. I would also like to congratulate Mr. Lance Sheldon for being selected as the 106th Signal Brigade Civilian Employee of the Quarter for 2nd Quarter. Gentlemen, just to let you know, the expectations for a repeat have been raised, and all expect that congratulations will be in order for your second victory.

Cont. on Pg 24

106th S3- Driving the Train! By: LTC Joe Espinosa

Greetings from the S3! Let me start off by saying that it continues to be a privilege to be a member of the 106th team overall and to be lead of the S3 team in support of operations for our AOR. The operational tempo of the Brigade has not let up in the last quarter. As a matter of fact, the pace has picked up with the start of Enterprise Email migrations and will continue to increase until it reaches a crescendo in the July-August months. The S3 continues to tackle the day to day firefighting missions such as task tracking, outages, IA compliance, requests for assistance and normal staff coordination and chaos deconfliction. We also continue to look beyond line of sight to plan and coordinate a wide range of programs and projects involving C4IM delivery, BRAC funding, IT metrics, and integration of OPCON NECs to ADCON (which involves manpower, funding, training authorities and responsibilities).

I would like to welcome to the S3 ranks: MAJ James Morse (Plans Division), Rosemarie Metts (Engineering Branch), Lisa Morales (LandWarNet Division), Jerry Morales/formerly MAJ Morales (IA Division), and SSG DeUndra Moody

I would like to wish a fond farewell to the following team members: SFC Kaulai Hollis, LTC Duane Brown, SSG Sean Mohs and Ms. Judith Wheel all of the LandWarNet Division. I would like to thank them for all they have done for the Brigade and their country and wish them well in their next duty assignment or life endeavor. Their presence will be missed. Again, I am proud to serve the Brigade as the S3 and I welcome any feedback on how we can conduct our mission in the most efficient and effective manner. See you on the high ground...**Tropic Communicators!**

The 106th Brigade Migration Command Center (BMCC).

The 106th Brigade Migration Command Center (BMCC) is in full swing. Made up of a Migration Cell, Operations Cell and Fly Away Support Cell, it has absorbed the LandWarNet division and others from throughout the BDE. Located in building 4190 on Joint Base San Antonio (JBSA), Ft Sam Houston, the BMCC is responsible for coordinating the pre-migration activities with NECs, executing the migrations for the NEC, reporting statuses of compliance, technical capability and migration completion, and coordinating personnel deploying to NEC location to assist with post-migration assimilation.

They have so far migrated over 22,000 users contributing to the over 36,000 user total for the BDE AOR, working long hours and overcoming many technical and process obstacles to do so. The fly away support teams have assisted six NECs with the hasty closing of site trouble tickets that would have otherwise soured the customers on the migration to Enterprise Email. Through coordination, cooperation and collaboration with NECs, and ASTs currently in the process and those finishing up, new TTPs have been developed streamlining the implementation of this migration.

The BMCC has sponsored two sets of visitors from Europe to share struggles and successes in order to share lessons learned in hopes of assisting in their migration efforts. Training opportunities on the migration tool as well as “user day after” trouble ticket resolution experiences were offered to members of the team. They also hosted a visit from 7th Signal Command representatives and were commended on their organization and processes.

The BMCC is currently engaged in the migration of JBSA and Ft Bliss and finalizing the migration of AOR NEC personnel while the rest of NETCOM is in a pause. Taking advantage of the NETCOM temporary pause, they are leaning forward to start the necessary coordination with installation scheduled to migrate in July and apply some final tweaks to process to ensure success. July will be the most challenging month with eight simultaneous major installations stressing the DISA network, NETCOM processes, BDE operations and NEC ability to ensure customer satisfaction.

It's with great anticipation the BMCC is looking forward to OCT and the completion of over 200,000 user email migrations. The experience is proving to be a learning and building one for the BMCC team members and the 106th BDE as a whole as they work intimately with NECs, ASTs, BDE Staff and our higher Headquarters.

FY13 Command Budget Estimate

FY11 Year End Close

As you read this, we will be in the 4th Quarter of FY11, which means another fiscal year is coming to a close and a new fiscal year is just around the corner. FY11 started out with significant challenges with 14 of our NECs converting from STANFINS to GFEBs and with the Army operating under a Continuing Resolution until late in April.

As we close out the third quarter, we have made great progress in executing our FY11 funds. This was due to the NECs preparing and submitting their acquisition packages early in the fiscal year as well as creating the corresponding purchase requests for those requirements. This effort allowed us to execute over \$30M in our IPL requirements during the last few days of May when allotment became available to us. The Brigade is now in great shape to be near the Army goal of 85% obligated by the end of July.

We continue to prepare for the 4th quarter and the year end close. We plan to have our Year End guidance published shortly which will provide details of key dates and information that will be needed to help the Brigade execute a smooth year end as well as make maximum use of available funding. Although much of the year end work is accomplished behind the scenes by the analysts in the Resource Management Office, we rely heavily on our partnership with the action officers in the NECs to help us with this endeavor. We appreciate everyone's support through this critical time.

FY13 Command Budget Estimate

Yes, you read it correctly. Although we just finished the FY12 Command Budget Estimate (CBE) and Contract Review and Validation Board (CRVB) it is already time to start looking ahead to the FY13 CBE. In February 2011, 7th Signal Command convened a working group to establish the blueprint for the FY12 CBE and CRVB process. During that working group, the battle rhythm for future CBEs and CRVBs was also developed.

The goal of the moving the CBE/CRVB process to an early date is to allow the brigades and 7th SC to get ahead of the timeline for submission of acquisition packages. Right now, in order to meet process requirements and get acquisition packages to contracting in a timely manner, the first FY13 requirements have to be submitted in January 2012. By moving the CBE/CRVB process forward of those dates, it allows the command to validate the requirements prior to the submission of the first acquisition packages. The eventual goal we would like to reach is to use the results of the CRVB, a list of validated requirements, to eliminate the need to submit acquisition packages for each and every contract requirement.

More information will come in the near future. In the meantime, keep your current CBE submissions close by.

sions close by.

FY12 Manager's Internal Control Program (MICP)

The Manager's Internal Control Program (MICP) is an ongoing, integral part of daily operations. The program assists leaders of assessable units in identifying and assessing risks, documenting key processes and controls, and assessing the internal controls of the organization. MICP allows for the implementation and documentation of improvements and monitors corrective action plans.

Much of the focus of the program is usually centered on the Annual Assurance Statement, which is usually submitted during the first quarter of each fiscal year. However, this is only a portion of the work done throughout the year.

To reach success, leaders should continually assess their organization. This assessment can either be accomplished internally using available checklists or externally using results of outside inspections. The key is not to wait till it is time to submit the annual assurance statement, but to continually review the processes and controls of the organization and implement necessary actions to correct identified weaknesses.

More detailed guidance on the FY12 MICP program and the Annual Assurance Statement will be published shortly.

Persuasive Arguing. By: SFC Brown

What gets our attention more, the successes or failures of an organization? Do we react to an optimistic and encouraging work environment, the same as an unconstructive and depressing one?

The responses to these questions can be considered into creating persuasive arguments. Persuasive arguments are methods that convince your intended audience that you have a good idea and that it is the right one. In order for us as a family to be effective, we have to have a clear picture of where we stand and where we want things to be. We ought to want things to be on a positive posture in our employment, family, friendships and even our conversations. This is one of the many goals of the Tropic Com-

municators.

How are things now? What is your value of the unit's status quo? What will it take for you to enhance our current situations--weather they are good or bad? Your answers will vary, but the change--that radical idea you have needs to come out. The message is this: Things can always be enhanced, it all depends how we look at our perspective. Share your perspective!

As you read this, it all begins with you, it all starts the moment you put this article down and begin to increase the now. Don't remain silent anymore! Focus your attention to boosting our working together as a team, treating each other as members of one unit but with different qualities. Your comments, ideas, dreams, and ambitions

count. Share these with your supervisors, peers, and even your enemies. Your message needs to be heard; your ideas need to be shared.

I wholeheartedly believe that if we do this, and treat everyone as if they are a part of this wonderful team, we will see stronger teamwork, more successes than ever before, and our work environments will be more better than before. Things are fantastically well here at the 106th but let's make them **FANTASTICALLY WELL BUT GETTING BETTER!**

"Fair and Impartial...106th Equal Opportunity/Equal Employment Opportunity Program"

"Getting your message across involves there being a message worth listening to".

Communications Security (COMSEC).

Just about everyone who works for the Department of Defense has heard the term "COMSEC." But, how many of us actually know what it means and how important it is to our national security? Below is a standard definition that will help us understand exactly what COMSEC is and how it protects our nation's communications capabilities:

"Communications Security is a discipline of preventing unauthorized interceptors from accessing our telecommunications in an intelligible form, while still delivering content to the intended recipients." COMSEC equipment is basically defined as items that are used to encrypt and decrypt vital information to prevent the enemy from being able to read or listen to intercepted information.

COMSEC is used to protect both classified and unclassified traffic on military communications networks, including voice, video and data. It is used for both analog and digital application, and both wired and wireless links. **COMSEC, it's a way of life!**

IT'S ABOUT ETHICS!

The Army has shown a significant increase of fraud, waste and abuse with the use of the Government Purchase Card (GPC) in the past few years. Our goal is to educate and inform on the ethical concerns and standards of conduct for using GPC – namely, the “DOs” and “DON'Ts” for

Cardholders, Billing Officials, Approving Officials and Cardholder's Supervisors. Piece of Cake...Right?? Sure! You probably already have the basic ethical gist of what (not) to do. Common Sense dictates that you shouldn't use the GPC to buy your best friend that new stereo system or that purchasing non-existent office furniture from Cousin Bob, who in turn gives you 50% of the proceeds, is not a good idea. Well, just to ensure you understand the policies and procedures of the GPC program, here are some of the DOs and DON'Ts to help you stay on the right track.

Let's start with a quick overview on how to USE the card, the Dos:

DO safeguard the GPC and account number at all times.

DO check mandatory sources of supply prior to initiating purchases.

DO stay within your single and monthly purchase limitations.

DO use the card "For Official Use Only," and ensure the purchase is consistent with policies and procedures for the Program.

DO receive proper training and authorization in accordance with agency procedures.

DO use proper sources of supply, maintain proper documentation, and reconcile all purchases.

DO document independent request and receipts for each purchase request

DO differentiate between awards for work-related programs (i.e. Soldier of the Qtr. etc.) which may be funded by appropriated funds (GPC) and tokens of appreciation/mementos which may be funded by non-appropriated funds (DCA).

DO report all cases of suspected fraud to Card Issuing Bank, the Local Agency Program Coordinator (LAPC), and the Office of the Inspector General (OIG) Hotline.

And now an overview on how to MISUSE the card, the DON'Ts:

DON'T use the card to buy items for your personal (nonofficial) use, or purchase items unrelated to the mission of your office.

DON'T use public office or your procurement authority for private gain (aka Conflicting Financial Interests), or make unauthorized commitments.

DON'T do ANYTHING that adversely affects public confidence in the Government's integrity.

DON'T use the card for personal identification or guarantee, e.g., movie or car rental.

DON'T give preferential treatment to any private organization or individual in the use of the card (aka "Be Impartial").

DON'T allow anyone else (i.e. Approving Officials, Supervisor, or Individuals in the cardholder's chain of command) to use the GPC card or account number

DON'T fragment requirements to stay within the single purchase limit (\$3000 for supplies/services and \$2000 for construction). Draw

downs are not acceptable. Fragmentation is prohibited!

DON'T use the GPC card for cash advances. Money orders, travelers' checks, and gift certificates are considered cash advances.

DON'T delay in reporting fraud...EVER. (We don't need to add about not COMMITTING Fraud, right!)

DON'T forget that "Big Brother" is watching.

Bottom line the GPC should only be used when absolutely necessary and for official business use only.

One final and scary problem...

As mentioned in the last newsletter, property accountability is very important throughout the Army. In a recent report by the Government Accountability Officer (GAO) it was noted the government's inability to keep track of items that were purchased with the GPC was noted. Without proper inventorying, government property has a tendency to disappear or be purchased again unnecessarily.

These problems are real and we are asking for the support of Commanders, Directors, and other supervisors to help our cardholders, billing officials, approving officials understand importance of **"doing the right thing."** We need maximum efforts to improve the purchase card program. What good is it to ensure the proper purchase of an item if it's not going to be looked after anyway?

106th Signal Brigade— Wilshire Elementary School Partnership—a Great Success!

The 106th Signal Brigade and 502nd Mission Support Group (MSG) adopted Wilshire Elementary School in support of Fort Sam Houston's Adopt A School (FSHAAS) Program in May 2011. 106th Signal Brigade and 502d MSG Soldiers, Civilians, and Family Members provided 23 volunteers to assist Wilshire Elementary School and faculty during the school year. Congratulations and thanks all the volunteers that made this program a great success.

We provided over 120 volunteer hours in the month of May alone. Volunteers mentored and nurtured the intellectual, emotional, social, and physical growth of 14 students during the school year.

Soldier and Civilian volunteers spent a day answering questions and giving students information on different career fields that are available to them if they stay in school. The career fair gave students an opportunity to see what is available to them in and around their local community.

Volunteers also participated in the school's beautification project to revitalize the school. The beautification project improved the quality of life of the students and faculty by sprucing up the common areas. Volunteers planted new flowers, trimmed bushes, created new flower beds and converted an overgrown walkway into a path worthy of foot traffic.

If you are interested in volunteering and helping our local community, please call the 1SG at (210) 221- 9213.

SSG Lanzendorfer, HHC, 106th Signal Brigade Wins the 7th Signal Command NCO of the Year Competition!

FORT GORDON, Ga., May 13, 2010 -- Staff Sgt. Travis Lanzendorfer, 106th Signal Brigade, Fort Sam Houston, Texas, was named the 7th Signal Command (Theater) Noncommissioned Officer of the Year after a week of competition at Fort Gordon, April 24-29.

PFC Ethan Berry, 56th Signal Battalion, Fort Sam Houston, earned top honors as Soldier of the Year (SOY).

Both Soldiers received awards at the 7th Signal Command (Theater) Signal Ball April 29 at the Gordon Club. They will compete next at the 9th Signal Command (Army)/NETCOM SOY competition at Fort Huachuca, Ariz. in June.

"I would encourage others to compete," Lanzendorfer said. "It is a great event that builds camaraderie. Day one was a day of individual events but by the end of the week everything we did, we did as a team."

He is currently assigned as a training NCO.

"These boards are an excellent chance for Soldiers to challenge themselves and set themselves above their peers," Berry said. "It's also a great opportunity to get in some training that you don't always get the opportunity to do in Garrison."

SSG Lanzendorfer, HHC, 106th Signal Brigade Wins the 7th Signal Command NCO of the Year Competition! (Cont.)

He currently serves as a radio operator/maintainer.

"I watched as our Soldier of the Year candidates competed at the confidence course," said Brig. Gen. LaWarren V. Patterson, commanding general, 7th SC (T). "I was inspired to say the least by their camaraderie and their intensity."

Spending a week on the firing range, navigating through woods, maneuvering the confidence course and enduring the gas chamber while reciting the Soldiers' Creed, may not sound like fun to some people. However, for these seven Soldiers assigned to units in 7th SC (T), it was the culmination of years of training and experience that compelled them to compete in the SOY events.

<http://www.army.mil/article/56541/soldier-of-the-year-competition>

NEC TDA History Lesson and the Hiring Cap. By: Mr. Sheppard

Greetings everyone. Last issue I rambled on about the acquisition process. Frankly I did not think that I could top that discussion with one even more boring. I have to be the first to congratulate myself because I have done it! I tell you when you set your goals low, everyday is like an award ceremony. Feeling really good about myself, I will now launch into the history of NEC TDAs and the infamous hiring cap. I know you are thinking to yourself, "How can he even say that NEC TDAs and the hiring cap are boring?" Read on oh you of little faith. I will first skim the surface of TDAs and then once I have you totally mesmerized I intend to drone on about the hiring cap with a little RPAs stuff on the side.

Like all TDAs, NEC TDAs have some basic information important to us all. They tell us how many people we need (require) to do something and how many we are actually going to get (authorized). You would think they (required and authorized) would be the same – well think again. The Army simply cannot afford to give every agency everything they need to do their mission perfectly. Therefore, at some level a risk is assumed that the mission may not get done fully to standard, but it will get done enough to avoid failure. The requirements in our TDAs are a direct output from the DOIM Manning Model. This model was developed several years ago and was updated in 2010 in order to drive the requirements in our FY12 TDAs. The model has various installation inputs like number of computer accounts, servers, radios, buildings, telephones and VTC suites. By crunching and grinding the inputs the model spits out how many people are needed in each NEC Branch to perform the C4IM baseline services to the green standard. That output then became the requirements in our TDAs. For the 106th, the model produced a total of 2768 full time equivalents (FTE). An FTE can be either a DA civilian or a contractor. Pretty cool, but what about the all important authorizations?

Good question, because that is a different story for sure. When the NECs transferred from IMCOM to NETCOM, they brought with them their existing TDAs with requirements and authorizations. We "fixed" the requirements with the model output but there was no such fix for our authorizations. For the 106th, we have a total of 1492 authorizations or about 54% of requirements. Keep in mind that is an average as the actual TDAs are all over the map when it comes to authorizations.

NEC TDA History Lesson and the Hiring Cap. (Cont.)

That is where we still stand today even though 7th and 9th have been working with DA staff on additional authorization. Two years ago the 7th CG realized that 54% authorized strength was not good enough support for our mission partners. She made the decision to take a big risk and allowed the NECs to begin hiring to 70% WITHOUT the additional authorizations. Keep in mind, no additional authorizations means no additional money for salaries or contracts. Today, across the board the 106th is staffed (boots on the ground) at about 62% or 1716 DA civilians and contractors. That is a lot of extra people that must be funded and the only way to pay them all is to use funds we would have used for life cycle, maintenance, supplies, etc.. As of the time I am typing this article, not a single additional authorization has been received; we are operating on what was transferred from IMCOM. It is for sure a herculean juggling act between funding people and funding everything else we need at our NECs.

Most likely because someone thought our job was not quite hard enough, they invented the before mentioned hiring cap. The NEC hiring cap for the Brigade is 1111. After pouring over many emails, getting briefed and making phone calls, I still don't know where the number 1111 came from. It is a magical mixture of some snapshot in time of Brigade DA civilians on board combined with the smoking hole we call our budget. Yes, really, no kidding and please notice I said DA civilians. The total number of DA civilians we have on board is about/approximately/SWAG 1105. Ouch. That means we can hire less than an additional ten civilians to support our 19 NECs. That number ten will vary each month as people retire, quit, or PCS. We distribute the very few we can hire to the lowest staffed NECs or to fill very critical positions. There is no magic formula, it is detailed spread sheet work mixed with NEC and Area Support Directors input on critical situations. I am sure you get it; we can only hire a few until the cap is lifted. In the mean time, we have about 250 RPAs in the system because we have been trying hard to get to 70%. Let me think – yes – a handful of hires per month do not equal 250 RPAs. We have begun pulling back RPAs to the Brigade level. Sadly, that could mean longer time to hire in some cases but we must do so as priority placements have begun to hit us across the Brigades area. We cannot exceed our cap and when we can fill a position we must do so where the need is greatest.

That's it. I skimmed the history of NEC TDAs and droned on about the hiring cap with a little RPA side dish as promised. Your Area Support Teams and Brigade staff plain and simply sweat bullets over NEC TDAs, every empty NEC position and every person that leaves. They recognize you are short handed in many areas and like me are amazed on a routine basis on how much is done with so little. I don't know if the hiring cap will lift, if we will ever get more NEC authorizations or even if we will get enough money to pay for those on board. I do know we have a lot of great people doing a lot of great things each and every day of the week. It motivates me push my face that much harder into the "make a difference" grinding stone.

Relocation to Building 2265– Fort Sam Houston NEC.

The Fort Sam Houston Network Enterprise Center (NEC) move has been a long time coming to fruition, but has finally arrived and the administrative functions of the NEC have now officially moved to building 2265. The data processing mission will follow later in FY11 and the supply and warehouse functions will remain in building 4190 for the foreseeable future.

Throughout the years the NEC was known as the Management Information Systems Office (MISO), Directorate of Information Management (DOIM), Information Technology Business Center (ITBC), renamed the Directorate of Information Management again, and finally we became the Network Enterprise Center. I am sure there were other organizational names long forgotten, but the memories of hundreds of dedicated employees that have walked the halls of building 4190 will live on for many years to come. This organization first moved into building 4190 in 1978. At this time, the organization's mission and personnel assigned were far less than the years that would follow. As years went by and the NEC's mission grew, Commanders and Directors saw the need to relocate the NEC. One solution was to construct a new building on "FEMA Field" with a move in date of 1997. The architectural drawings were beautiful and the facility would have met the mission requirements of the NEC, but due to changing commands and lack of construction funds the project was cancelled.

As the physical condition of building 4190 continued to decline, the search for a new facility and funding became even more urgent. Many dedicated military and civilian personnel searched for the right location for the NEC to move, however construction programs and funding prevented the relocation. Since then there have been various locations that were candidates for the future home of the NEC, such as building 4011, 2000, 2262, 2263, 2264, and 2265. Designs, cost estimates and planning were conducted for each of the proposed locations, often changing many times. After many years and the increased mission due to Base Realignment and Closure (BRAC) the NEC was given dedicated space in the newly renovated building 2265. It has been a long and sometimes difficult job that has required the expertise of many dedicated military and civilians to come to realization. After three decades of searching and planning the day is finally here!

The NEC Director, Division Chiefs, and some supporting staff are located on the east wing of the building on the first floor. On the first floor, we also have the server farm, Help Desk, Deployment Team, Business Management Branch, Transmission Branch, Desktop & System Support Branch, and the Network & Switch Branch and the Installation Consolidated Conference Room managed by the 502d Communications Squadron (CS). In the basement we have the Business Operations Team, Plans Analysis & Service Operations Branch, Technology Integration Branch, Information Assurance Compliance Branch, and the Information Assurance Policy Management Branch. The second and third floors currently house the 502nd CS and Headquarters, Family Morale Welfare and Recreation (FMWR), Headquarters, Installation Management Command. Throughout the building there are also various training and conference rooms with NIPR and SIPR video teleconferencing capabilities.

The NEC has existed under various names and managed by hundreds of different employees, but our mission has remained the same throughout our many years of existence, to serve and support the Soldiers and Civilians at Fort Sam Houston, Camp Bullis, and Camp Stanley.

As the physical condition of building 4190 continued to decline, the search for a new facility and funding became even more urgent.

Rock Island Arsenal NEC.

Welcomes and Farewells:

Due to BRAC actions, First Army, Civilian Support Readiness Group - East (CSRG-E), and Riverbank Army Ammunition Plant are moving to Rock Island Arsenal while our current mission partner, TACOM-RI, is moving to Detroit Arsenal in Warren, MI. Many of the TACOM-RI employees did not wish to transfer to Warren and were seeking to remain in our area. At the same time the NEC had a number of employees that could retire or were close to their retirement date. The timing of both situations proved perfect for all concerned. A job swap was part of the BRAC transition program. By working within this program the NEC was able to ensure that qualified individuals would fill the upcoming vacant positions of the retiring NEC employees.

Several months prior to their transfer, the incoming employees spent time shadowing the NEC AOR to become familiar with the job duties, NEC customers, current projects, policies, and procedures. This allowed a smoother transition and continuity of NEC services.

The retiring NEC employees are Neal McKamey

(39+ yrs), Chris Baker (31+ yrs), Esther Blanchard (27+ yrs), Linda Kleint (26+ yrs), and Ralph Turner (24+ yrs). Employee transition will be completed in September.

So, to our new friends: **“Welcome to the Signal community”**; to our old friends **“Farewell, and we wish you well.”**



Chris Baker (retiree) and Scott Hary (NEC-RIA Director)



L to R: Linda Kleint, Ralph Turner, Esther Blanchard

Fort Campbell NEC – “Secured Functionality” Employing Operating System Deployment (OSD) with 802.1x Technology

In today’s information technology environment, “Defending the Network” continues to be a mission critical task for the Army, in concert with the continued leveraging of available technologies which allow commanders, through the use of the information environment, to gain information superiority. It is the age old proverbial struggle between security and functionality. At Fort Campbell, one of the challenges of NEC (Campbell) was to provide the end user with the ability to receive a network delivered Operating System (OS) image to their workstation at its normal work location, while ensuring robust network security to the individual wall jack.

Like most installations, Fort Campbell used to “Image” computers in a central location. While this method was acceptable for its time and a smaller population, it had become cumbersome to the end user and inefficient for large scale deployments. To remedy this, Fort Campbell implemented a network delivered method of computer OS imaging using Microsoft System Center Configuration Manager called Operating System Deployment (OSD). Using OSD, we were able to support mass imaging for the 101st Airborne Division (Air Assault) upon their return from deployment, imaging up to 200 machines simultaneously via multicast. Additionally, OSD was configured to enable user backup and to be initiated by the end user at their convenience. This enabled them to click “Update,” go home for the night, and return the next morning with a fresh OS and all of their files back in place.

The final piece of the security vs. functionality puzzle was to implement a “restricted network” where the wall jack is totally secure while still allowing the OSD process to work. In the past, network security to the wall jack was implemented using “Port Security.” While this method was effective, it provided zero flexibility, caused inconvenience to the end users, and tied up our Network Administrators due to its non-automated nature. To remedy this, NEC (Campbell) implemented 802.1x using Microsoft Network Policy Server (NPS). This advanced solution allowed flexibility to the end user and an automated solution to our technicians, while increasing security and functionality. This solution also established the foundation for system evaluations and client health checks when the machine is connected to the wall jack and subsequent remediation if needed.

This overall initiative has resulted in a further enhanced seamless network infrastructure that enables commanders and their staff to effectively plan, synchronize, and train for future operations. At Fort Campbell we no longer struggle with “Functionality vs. Security,” rather all future initiatives result in a “Secured Functionality” approach.



Land Mobile Radio Site—Ft. Bliss NEC.



Land Mobile Radio Site located in a remote area in Otero Mesa.

The original Fort Bliss Land Mobile Radio (LMR) system consisted of two radio sites with six analog voice channels, which only provided coverage of the main post and approximately 50% of the test ranges. The system was often overloaded, which impeded the emergency first responders and range safety operations. The zone controller was also located at White Sands Missile Range (WSMR), and many system issues required waiting on WSMR to correct. The Army put out a Request for Proposal (RFP) to upgrade the Fort Bliss LMR system to accommodate the rapid growth of the installation.

The project included the installation of a new Motorola Astro Project 25 (P25) secure wide area, digital narrowband, trunked LMR system which covers Fort Bliss, WSMR, NASA, and Holloman Air Force Base (HAFB). The project included expanding the number of radio sites to provide coverage of the expanding East Fort Bliss area and over 95% of the test ranges. The system capacity was increased to 17 channels to support the influx of military units and the increased training on the ranges. The system also provides AES encryption for the First Responders. The zone controller for the entire system is located at Fort Bliss, and the system is currently handling over 8,000 radios.

Also included in the project was the development of a wind/solar powered site located on a remote area of the Otero Mesa, 92 miles from main post, overlooking the Fort Bliss ranges. The site was selected as it would provide the optimum coverage of the test ranges. A wind/solar solution was selected as the cost to run electrical power to the site was estimated at \$1.2M, plus monthly connectivity costs and the actual cost of the electricity.

An additional wind/solar powered LMR site is planned further up range to provide coverage and redundancy on the far northern portions of the range which is being used for testing, training, and exercises.

Is the Email Migration a Success Story? DPG NEC News.

Enterprise Email Migration was a success by most accounts. SSD migrated 95% of the installation in one night, a total of 1036 users! They had a small amount of users who were not provisioned because of issues with DMDC. Most of the issues have been worked through and currently there are only five DPG users without access. With the bulk of the migration behind them, SSD is working through frustrations encountered trying to get all the issues resolved.

However, all of the documentation provided from the Ft. Huachuca NEC proved to be a huge help in getting the users pre and post migrated. “The self help files were a real life saver. The fly away team from the 106th provided huge help in the post migration effort, and with their help, the transition can be considered a success,” said Dustin Rowley, Desktop and Systems Branch Chief.

Overall the migration went better than anyone could have hoped, but there is at least one Branch that will be glad when it’s over. Thanks for all your effort SSD!

106th S1-Your One Stop Shop!

Federal Benefits FastFacts

The Federal Flexible Spending Account Programs (FSAFEDS)

*** What is FSAFEDS?**

FSAFEDS is a program you can enroll in that allows you to contribute money from your salary, before taxes are withheld. That money is set aside in an account for you. Then you incur eligible out-of-pocket dependent care and/or healthcare expenses and get reimbursed from the money in your FSAFEDS account(s).

You pay less tax and that’s how you save money.

*** How much can I save?**

Here’s how the math works. Let’s say you make \$1,000 per pay date – that means you pay taxes on \$1,000 per pay date. If you put \$20 per pay date in FSAFEDS then you would only pay taxes on \$980. You pay less tax – and that is how you save money by enrolling in FSAFEDS. Of course, your exact savings will depend on your tax bracket and the amount you put in FSAFEDS. The more you contribute, the more you can save.

*** Who is eligible for each account?**

Health Care (HCFSA) and Limited Expense Health Care (LEX HCFSA):

Employees of participating agencies who are eligible for the Federal Employees Health Benefits (FEHB) Program (whether enrolled in FEHB or not) may enroll in one of these accounts.

IMPORTANT Things to Remember:

You must enroll each year even if you are currently participating. Plan wisely. The IRS requires that you lose any money in your account for which you do not incur eligible expenses and file claims by the deadlines.

*** Where can I get more info?**

www.FSAFEDS.com 1-877-FSAFEDS (372-3337) .

Fort Leavenworth NEC.

The Network Enterprise Center at Fort Leavenworth, Kansas, was afforded the opportunity to host a visit from Brigadier General LaWarren Patterson, CG. He was escorted through the building and surveyed the upgrades and changes the organization is currently undergoing. He met with every individual and spoke briefly with each person about their job, family, and life outside the NEC. Although I'm sure that BG Patterson's main intent for his visit was to gain a better understanding of the layout, personnel and functions of the NEC at Fort Leaven-

worth, his personable nature when talking with the employees was awe inspiring and if I were to sum him up in one word, it would be charismatic.

As for the upgrades and changes within the organization, the NEC at Fort Leavenworth has been going through some major infrastructure transitions over the past year. First, and foremost, was the completion of the I3MP project in 2010. I3MP was a complete upgrade to our infrastructure's backbone.

The project installed over 70,000 feet of conduit and over 90,000 feet of new fiber optic cable. I3MP incorporated the migration of 7500 users, connected more than 103 buildings within the installa-



Winnie West briefs BG Patterson

tion, and provided the required data electronics for the establishment of an entire new network for its community. It's been a long time coming - site surveys conducted in 2006, project kickoff in 2008, construction start in April 2009, and cutover to the new system implemented in September 2010. With a state of the art infrastructure now in place, Fort Leavenworth stands at the forefront of the computer world, offering the best in what technology currently has to offer, and providing the capability to keep pace with future technological advancements.

The final piece of I3MP involved an upgrade to the main telephone switch. BRAC installed a remote switch for the JRCF with approximately 1,900 telephone lines. I3MP installed two additional line cabinets in the DCO for approximately another 1,900 lines capacity.

The NEC's second infrastructure overhaul was a \$3M sustainment, renovation and modernization (SRM) project to upgrade the current electrical system throughout the entire building. Project work included the replacement of outdated electrical panels and outlets, electrical cable distribution and the installation of a lightning protection system for the building. Another aspect of this project was the complete renovation and reconstruction of the new computer floor (A Floor). Work entailed all



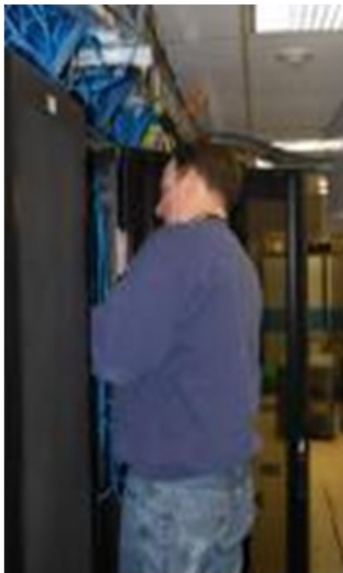
David Moore provides tour to CG

Fort Leavenworth NEC (Cont.)

Included was a new SIPRNET server area to house existing SIPRNET server equipment and the creation of a new SIPRNET administrative area. Redundant HVAC systems were added to serve as backup HVAC should the cooling towers go off line and to provide added cooling during extreme heat.

However, no project is complete until the equipment is up and running and the SIPRNET farm move required a 'weekend warrior' type effort. In less than 24 hours, the NEC server and network teams moved nine racks of equipment and relocated the DISA SIPRNET presence and the

REL domain. This upgrade eliminates power constraints and affords our customers the ability to expand as required.



Joe Diskin prepares a rack for power.



Mitch Kelly powers up servers after power is restored.

The NEC has many other projects in the fray to include the standup of the Computers for Learning (CFL) Program. This program allows for the transfer of excess and surplus IT equipment to schools, pre-K through grade 12, and educational non-profit organizations. The Leavenworth Public School system became the first recipient of excess NEC equipment. The NEC would like to house and manage the distribution of the IT surplus for this program.



POM NEC.

Enterprise Email Migration Efforts:

On 25 May 2011, POM NEC staff completed their migration to Enterprise Email with no significant problems encountered. The success of this effort was primarily due to significant planning and education of the POM NEC staff. In addition to specific guidance on how to prepare for the migration effort via email communication, all staff members also attended an enterprise email migration training session which addressed the steps required to be taken prior to migrating, the migration process and answered any questions that staff had regarding the process and capabilities of enterprise email.

Now that the NEC staff have successfully migrated the focus turns to preparing our customers for their scheduled migration in July 2011. In order to ensure a smooth migration, we have already implemented an extensive publicity campaign regarding the effort via mass email, command staff meetings and newspaper articles in the local installation paper. These communications have centered on the steps to prepare for the migration and the benefits of enterprise email.

CE Certification Training

POM NEC staff have made significant progress in completing their CE Certifications. During this past quarter, a total of 15 NEC employees have completed all training requirements and are now CE certified. This represents 71% of the POM NEC staff requiring CE certification. Remaining staff are on track to complete their CE Certification training requirements by the end of June 2011.

Service Level Management.

West Region Network Enterprise Centers (NECs) move towards established service level processes which will improve customer service and help guarantee efficient & cost effective service delivery.

Relevant News:

All the issue, problem, and change tracking in the world won't provide great customer service if there is no accountability. By having an agreed upon level of service, expectations are set, metrics are measurable, and alerts can be enabled to help meet service goals. Anyone can have good customer service; the defining difference is to provide excellent customer service. Clear, consistent, automated, and timely communication with everyone involved will assist in achieving that difference.

Service Level Management (SLM) is not a mystical shortcut. It requires the concerted efforts of both information management personnel and customers. SLM's primary benefit is that it focuses efforts on what should be done as information technology managers: supporting customers.

Service management measures performance and determine costs. More importantly, for warfighting purposes, it provides a common language for information technology service provisioning. A customer should not have to care how the service is provided. For example, the customer should need only to request non-secure internet access and let the Command, Control, Computers, Communication, and Information Management (C4IM) services staff within the NEC figure out the appropriate means. This is a move toward linking performance to capabilities.

One key to the overall success of transformation is the development of a new service management program. This program is designed to put the customers in the driver's seat by focusing on their requirements, while developing service standards that are measurable and negotiable.

Service Level Management. (Cont.)

By moving C4IM service from its decades-old reliance on a systems-focused approach to a customer-centric, service-focused way of doing business, the customers of reimbursable services will actually be able to receive performance-based data on services. This will let the customer know just how well the service provider community (NEC) is doing.

Moving to a performance-based service approach for the enterprise will also implement the current system capability approach. When the Army can merge the performance-based information from SLM with the capabilities-based metrics in the information technology metrics program and in installation status reports, it becomes more efficient and effective

Celebrating Continued Federal Service! DPG NEC.

Congratulations to Mr. Albert DeCambra and Merry Beth Mitok for their extended service!

On 13 April 2011, these two exceptional employees were presented with their Length of Service Awards at the Garrison Award Ceremony.

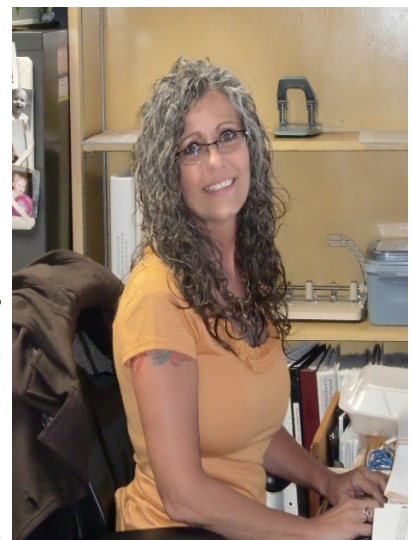
Mr. Albert DeCambra has served 35 years continued service for the Army. He started his career December 29, 1971 as an active duty Soldier, fulfilling his duty in 1993 when he retired. Mr. DeCambra's career did not end there; he then came over on the civilian side where he has provided support all over the globe from Hawaii to Germany, and even here in Utah at our tucked away desert oasis, Dugway Proving Ground, where he serves as our Chief of Business and Plans Division.



Albert DeCambra (Chief, Business and Plans Division)

Ms. Merry Beth Mitok has served 25 years with the Federal Government. Ms. Mitok enlisted with the Navy in October of 1982, serving until 1985, when she took some time off from federal service to dedicate to her family. After continuing her career, she has worked in all facets of the Government; starting off as a Contractor, then moving over to the NAF side of the house, until becoming a GS in 1989. Merry Beth has done some globe-trotting in her career- working in Japan, Florida, California, Colorado and Utah.

Merry Beth came to Dugway in April of 2006, coming on board with the Network Enterprise Center in July of 2009.



Merry Beth Mitok (Management Analyst)

DPG NEC NEWS & CONGRATS!

CONGRATULATIONS TO JOHN DABEL FOR WINNING THE FIRST EVER NEC EMPLOYEE OF THE QUARTER AWARD DPG! GREAT JOB JOHN!! THANKS FOR ALL OF YOUR HARD WORK!



ORGANIZATION NEWS:

NEC-DPG was selected for the 106th Signal Brigade NEC of the Year Award; Small Installation Category (up to 3999). As such, we are in competition with the other Signal Brigades for the 7th (T) Signal Command NEC of the Year to be awarded at the 2011 LWN Conference in AUG.

This honor is a reflection of DPG's dedication, hard work and team work. Each member of the NEC-DPG staff should have a sense of pride for this accomplishment and recognition from your higher headquarters.

Area Support Team 3 –Thank You!

Area Support Team (AST) 3 recognizes the exceptional effort put forth by our staff throughout the Enterprise Email (EE) migration. Best practices and show stoppers identified by early individuals who migrate will go far in assisting with future migrations. EE migration has been challenging and we commend your success as you continue to provide excellent support in all other functions.

The AST3 here in San Antonio has been expanding. In January Ms. Marilyn Caylor joined us as our Management Support Assistant. In February we welcomed CW4 Cy Bryant as our Information Systems and Network Specialist. In March we welcomed our Deputy Director LTC Kevin Gale to the team. Justin Ramsey, our Information Technology Specialist, earned our gratitude as he simultaneously assumed all of these roles before our new staff members came onboard. Current AST3 contact information can be found on the AST3 page on the 106th Portal at <https://idm.netcom.army.mil/sites/7thsignal/106SB/ast/AST3/Pages/Home.aspx>

Fort Sam Houston NEC Awarded Medium NEC of the Year!

On June 15, 2011, the Fort Sam Houston (FSH) Network Enterprise Center (NEC) was awarded the Medium Size Category Network Enterprise Center (NEC) of the Year in the 106th AOR. COL Christopher Haigh presented the award to Mr. Mario LaMaestra, interim NEC Director in front of NEC, 106th Signal Brigade and Joint Base San Antonio senior leaders and staff. During his presenting speech, COL Haigh emphasized that an award like this can only be accomplished with devotion to duty, team cohesiveness and a desire to excel.

Also in attendance was COL Mary Garr, the 502d Mission Support Group Commander. In speaking to the NEC employees, COL Garr thanked them for the support they have given her as the Army Garrison Commander and now the Joint Base Mission Support Group Commander. COL Garr stated, “We know the challenges you faced...and succeeded in. The Joint Base’s new motto is “One military, one team” and that is what you and we all are collectively.”

The Fort Sam Houston NEC will next compete in the NEC of the Year award for medium size installation within 7th Signal Command which encompasses the continental United States. Should they win that award they will compete for the NETCOM NEC of the Year award which is for the best NEC worldwide in the medium size installation category. That winner will be named at the Land-WarNet Conference in Tampa Bay in August.

**COL
Christopher
Haigh
presented the
award to Mr.
Mario
LaMaestra,
interim NEC
Director**



Fort Huachuca NEC !

The Fort Huachuca Network Enterprise Center is proud to announce their 1st ever Softball Team. The team "PAIN "N" DA NEC" has been competing against 11 separate softball teams compiled from different local businesses in Sierra Vista, AZ. As Babe Ruth said, "The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime."



Back row-left to right: Matthew Miller, Maya Carter- Nick, Tracy Thomas, Ronald Thomas, Ken Forner.
Middle row- left to right: Maira Alvarado, Mary Guzman, Nancy Tarr, Norma Cabazos, Erica Anderson and Larry Smith with Joe Castro in front.
Not pictured: Ernesto Whittaker and Bryan Pitches.

LMR Mission Assumption– Fort Huachuca NEC.

The Fort Huachuca NEC is getting ready to assume the LandMobileRadio mission from the Electronic Proving Ground. The LMR PM has refurbished and upgraded the LMR backbone equipment from EPG and is preparing to install the system into the NEC facility. The property accountability is underway as the new



PM provided radios are unboxed and prepared for programming. One of the duties the NEC is assuming is the maintenance of the repeaters and antenna towers. The NEC outdoor enthusiasts are vying for the opportunity to assist our LMR/ Spectrum manager in testing the vehicles to see which one can make it to our highest site, TV Hill. Note the picture of our little 6 cylinder 4x4 that dejectedly heads back to the NEC. Even with pedal to the metal, the little truck didn't make it even a quarter mile up the road. We are now working on the justification for a more suitable vehicle.

LMR Mission Assumption– Fort Huachuca NEC. (Cont.)

The second picture is of EPG's ruggedized 4x4 sitting at the base of the TV Hill antenna tower. Even that beast bottomed out a few times making it up the hill.



The next picture is of the LMR TV Hill site, taken from EPG's COMMO Alpha building showing the elevation and the distance for the site (2000 feet above Fort Huachuca main).



The final picture is taken on TV Hill, the resolution of the picture does not do the location justice. The serene beauty and peaceful feel makes it an excellent location for reflection. On clear days, you can see Mount Lemmon, north of Tucson, and clear into Mexico from this location.



Once the LMR system is in place, the call groups programmed, the emergency vehicles have the radios mounted, and the handhelds issued; the LMR/Spectrum manger will be assuming the spectrum assignment mission from EPG as well. Life is never dull at the Fort Huachuca NEC!

Ft Riley NEC News – Signal Warrior Support Center .

The Ft Riley NEC christened a new Signal Warrior Support Center with completion of renovation work on 15



February 2011. Construction began in October 2010 based on plans developed the previous year. Since construction began many changes have taken place including installation of improved communication infrastructure and additional work benches along with additional power outlets. The work bench area was expanded to almost three times what it was at its prior location. A complete electrical service renovation was done on the building to facilitate extra power requirements. A specially designed room was built to create and update the Fort Riley standard computer image and the same room is also used for testing new

software and operating systems, such as the pending implementation of Windows 7. The installation of a new central heating, ventilation, and air conditioning system was also done as there was no air conditioning prior to the renovation. An additional bay door was installed for deliveries of computer equipment, along with parking area and pavement improvements. This allows loading and unloading of trucks with a forklift and reduces the burden on units picking up new equipment.

Now that construction is complete on the new fielding facility, employees are making maximize use of the additional capacity. The Signal Warrior Support Center is utilized as a primary fielding facility for new equipment and as an extended bench work area with 200+ network ports for imaging machines. This expansion has allowed the Ft Riley NEC Technical Assistance Center (TAC) to efficiently field \$3,292,593.00 worth of new equipment and the bench area to triple the amount of machines they image for customers on Fort Riley. Since operations commenced in the new facility, the Ft Riley NEC TAC has seen an increase in workplace productivity due to the added work space, allowing TAC to work more efficiently, finishing more work orders while minimizing overtime. This much needed facility greatly enhances the ability to support the 1st Infantry Division and its five associated Brigades as they rotate through the ARFORGEN cycle and perform assigned missions.



106th Brigade CSM- You are Appreciated! (Cont.)

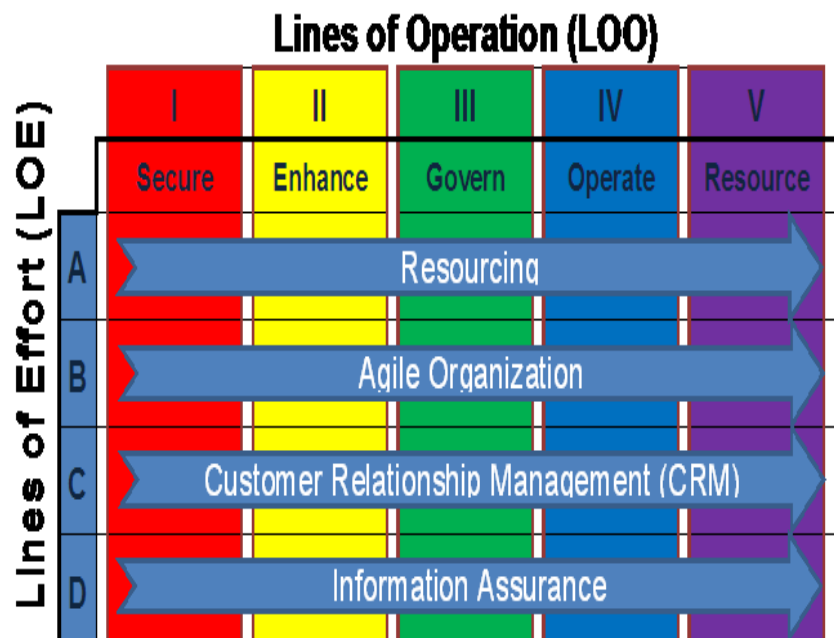
In July, we bid our farewells to SFC Edwards, Diane and her Family who have been reassigned to Fort Lewis, WA; SFC Yannitell, Melissa and her husband Richard, who have been reassigned to 7th Signal Command (T), Fort Gordon, GA; Mr. Timothy Deboski and his Family; Mr. David Bellivau and his Family; Mr. Robert Bonaparte who is relocating to Belgium to be near his family; Mr. Akette Cowart and his Family who are relocating to Japan. In August, we bid farewell to CW3 Singletary, Travis who has elected to retire and SPC Burks, Jeremy who has been reassigned to Schweinfurt, Germany.

As we bid farewell to our Tropic Communicates, in July, we welcome LTC Guerrero, Julian and his Family who come to us from NORAD (Peterson AFB), Colorado; MAJ Collins, Tonya and her Family who come to us from Virginia (Pentagon); SFC Bergeron, Scott and his Family who come to us from (516th Signal Brigade) Honolulu Hawaii. In August, we also welcome CW3 Canizalez, Rodolfo and his Family who come to us from (Camp Coiner) Yongsan, Korea; CW2 Brooks, Robert and his Family who come to us from Fort Bliss, TX; and SSG Popoff, Thomas and his Family who come to us from (1st Calvary

Division) Fort Hood Texas.

Currently, the following members of the Family are deployed: Ms. Susan Cunningham, Mr. Dexter Gordon, Mr. Basen Bishawi, and Mr. Dennis Duncan. MAJ Mercado, Israel and SGM Natera, Ricardo iare scheduled to deploy: We wish all of them the best and a safe return. Please keep them and their Families in your thoughts, prayers, and support.

In closing, remember, as members of the 106th Signal Brigade, our influence obviously applies in the day-to-day business of operating and accomplishing the mission. As part of operating, we are responsible for detailed, suitable planning, careful, proficient executing, and continual assessing and adjusting. Assessing change is essential to improving a unit. This new doctrinal emphasis means that our influence today involves preparing for tomorrow. Improving the unit is not, itself, a new concept. Good leaders ensure that everyone is ready for contingencies and strive to leave the unit better than they find it. Just pushing individuals to meet immediate demands will never be enough. We must also provide for their future. Equally important, our leadership must develop individual subordinates, build teams, and foster learning in the unit. These actions help prepare the unit for our absence, an ironic but profound measurement of leadership effectiveness.



Army computers find new use in schools— Fort Leavenworth

A donation of more than 70 computers, 300 keyboards and computer mice and boxes full of adapters came to Leavenworth Unified School District 453 last week — the donor, Network Enterprise Center of Fort Leavenworth.



Wanda Palmer, chief of Plans, Architecture and Service Operations Branch for NEC, said the donation of government technology equipment fulfills Executive Order 12999, “Educational Technology: Ensuring Opportunity for all Children in the Next Century,” signed by President Bill Clinton in 1996. The Department of Defense program is called Computers for Learning.

Palmer said donations have been available for years, but the Fort Leavenworth NEC is attempting to reach out to more schools at a critical time when school budgets are being cut. She said only a handful of local districts were on a database of schools looking for equipment. “We’re trying to get this established at Fort

Leavenworth so everyone knows about it, and we’re trying to get a process in place,” Palmer said.

The Kansas Association of School Boards announced on May 20 a cut of \$100 million next year in state funding to schools, in addition to cuts the state has been making in recent years. The base state aid per pupil, a financial formula given to each district in Kansas based on student population, will fall to \$3,780 — the lowest since 1998.

Brian Harrod, director of technology for Leavenworth schools, said the district was grateful for the donation. “With all the budget cuts that the state is doing, this definitely helps our replacement cycle,” he said. “This helps us get some other equipment we’ve been needing.”

The federal government can no longer use the donated central processing units and other pieces of equipment, Palmer said. Other entities at Fort Leavenworth have also already determined they can’t use the equipment. Hard drives have been removed.

Harrod said he was pleased with the new computers, which not only are smaller but more energy efficient than some of the computers the school district now uses. A large donation from a single entity provides similar computers and systems, rather than many donations from separate sources. The computer CPUs are Dell brand, and Harrod said certified technology staff at USD 453 would install new hard drives and make any necessary repairs.

The technology components donated by Fort Leavenworth will go out to many buildings throughout the district when school begins next fall, he said, including the 1,300-student high school that many Fort Leavenworth children attend. There were also Cisco brand switches among the donation. Leavenworth High School will use them for a special program that teaches videoteleconferencing and networking to students. Harrod said the program is a professional qualification course for students, and many are employed directly out of LHS into well-paid positions because of the program.

Harrod said any pieces of equipment that could not be used would be taken to UNICOR’s technology recycling program at the U.S. Penitentiary in Leavenworth, which uses inmate labor to break down electronic equipment into recyclable components. Palmer said NEC is trying to work with school districts in a 25-mile radius to determine if Fort Leavenworth’s used equipment can meet their needs.